2005-2007
Business plan

SMALL AGENCY CLIENT SERVICES

**Providing small governmental clients
with objective advice for effective information
technology planning and investment decisions**

Prepared by Small Agency Client Services

Washington State Department of
Information Services

Letter from the Small Agency Client Services Program Manager

November 1, 2004

I am pleased to present you with the Department of Information Services Small Agency Client Services (DIS SACS) 2005-2007 Business Plan. In this plan, we document a successful business model that provides responsive and accountable government through partnership. Working in unity, three large service agencies, the Department of Information Services, the Office of Financial Management and the Department of General Administration have built a new business model that can be replicated across the Washington state enterprise.

The DIS SACS approach – shared resource management, prudent information technology investment, training and a responsive customer interface – is gathering much more attention as the current trend of dwindling budgets prompts agencies to seek new efficiencies and consolidate resources.

Leveraging the economies of scale, the small agency program has developed the capacity to optimize the impact of existing resources and take full advantage of information technology infrastructure and facilities. The benefits speak for themselves: substantial savings in taxpayer dollars, improved internal management and more effective public service delivery for small agencies, boards and commissions.

The DIS SACS business model, now in multiple iterations across the small agency enterprise, has built a foundation of trust that is showing a growing number of small agencies how to relinquish their autonomy and reap the considerable benefits of co-location and shared IT infrastructure. In this way, the Small Agency Client Services program at DIS demonstrates it greatest value: we remove obstacles to greater efficiency and provide high-tech, resource-enabled operations. In so doing, we make it possible for these dedicated public servants to place their focus where it belongs in a small agency – on the mission and the constituent.

I look forward to working with you as we advance the strategies and goals presented in this plan.

Sincerely,

Connie Michener, Program Manager, DIS SACS

Contents

Executive summary
Expanding technology infrastructure to Washington state's small agencies

Governor Gary Locke currently appoints members to more than 248 small agencies, boards and commissions in Washington. The appointees are responsible for advising the governor, the Legislature and state agencies. In some cases, the agencies, boards or commissions set policy and determine how the state's limited resources should be divided. All of these 248 small agencies, boards and commissions (34 of which serve on the Governor's Small Agency Cabinet) are eligible for DIS services.

> "...These smaller agencies don't have the IT staff to comply with these sorts of planning requirements that we put in place and it is really important for DIS to have staff who work with them..."
> – Dr. Ed Lazowska, University of Washington Department of Computer Science and Engineering

Providing communication and telecommunication services to these small governmental clients will offer challenges and opportunities for DIS. The Gilmore Research Group[1] conducted a small agency director focus group in December 2001. The group expressed a need for easy access to information, customer service, and good advice and guidance from DIS in applying technology to their business practices.

The governor, the Office of Financial Management[2] (OFM) and the DIS director support the focus group response and advocate additional information technology (IT) support[3], and communication and telecommunication services for small agencies. The revenue forecast for the 2003-05 biennium indicates the state will face a $2 billion deficit, creating an even greater need for fiscal prudence in state investments for infrastructure and services.

These factors represent compelling business reasons for DIS to create a program to satisfy this potential customer base and further stretch limited tax dollars.

Challenge

Historically, DIS has focused its time and energy on providing services to the 10 largest state agencies. One challenge for DIS will be to expand its current focus and specifically promote service to the small agency customer. Another challenge will be to build trust with a potential customer base that may currently feel left out of the state's digital government community. Education and communication will be vital to the success of the program. DIS' Small Agency Client Services (SACS) program has created an intra-divisional subcommittee and participates on the Customer Relations Management Group to discuss service-related issues. It also will work with a pilot group to gain a better understanding of small agency IT needs and dynamics. SACS will focus on creating data-driven results, building success from within and communicating testimonials.

Opportunity

SACS will help strengthen small agency internal IT systems to better connect citizens with their government and improve state government functions. SACS will meet customer IT needs and assist small agencies in saving money and/or avoiding costs to better respond to the current political and fiscal environment; make government information and services more available, accessible and affordable regardless of agency size or budget; and update the Information Services Board on the status of statewide application of established IT standards, policies and guidelines. The SACS program intends to create a new model for marketing DIS services.

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[1] DIS Small Agency Customer Focus Group, *Summary of Findings*, conducted by Gilmore Research Group, December 5, 2001 (attached).
[2] OFM White Paper, *Small Agency Information Technology Initiative*, May 22, 2002 (attached).
[3] Correspondence from Stuart McKee to Small Agency Executive Cabinet, *Small Agency and DIS Collaboration*, July 30, 2002 (attached).

Program vision, mission and goals

Vision

Provide information technology leadership for small governmental clients through innovative and fiscally-prudent technology solutions to better serve the needs of Washington citizens.

Mission

Provide small governmental clients with objective advice for effective information technology planning and investment decisions.

Goals

- Maximize the use of Washington's world-class IT infrastructure
- Foster collaborative approaches for solving business problems
- Encourage innovative uses of technology through shared vision, strategic planning and policy
- Build trusted partnerships through first-class customer service
- Provide cost-effective access to technology products and services by aggregating public sector demand
- Strengthen public confidence through convenient and reliable services
- Develop a model for marketing DIS services to new customers

Service objectives

- Offer IT research, advisory and consulting services to small governmental agencies
- Generate DIS business opportunities and expanded service delivery

- Collaborate with OFM, General Administration (GA) and Personnel (DOP) to learn effective practices from agencies that provide similar programs for their services
- Make customer service a top priority
- Succeed by working directly and closely with clients
- Integrate small agency purchases into state volume discounts to achieve greater economies of scale
- Align IT investments with small agency business needs
- Implement IT investment best practices
- Expand IT infrastructure where possible
- Encourage, facilitate and coordinate co-location
- Initiate cost-effective solutions
- Educate clients in IT policies, standards and guidelines written in plain English
- Measure results to demonstrate a positive track record for the return on investment

Description of service offering

SACS is available to all Washington state small agencies, boards and commissions. The service may be extended to small local government jurisdictions. Whenever possible SACS will customize service offerings and modify them to meet the clients' needs. Services may include but are not limited to the following:

Co-location. SACS provides the IT assessment necessary to find the right fit for co-location and consolidation, embodied in RCW 43.82.10(5) – "It is the policy of the state to encourage the co-location and consolidation of state services into single or

adjacent facilities, whenever appropriate, to improve public service delivery, minimize the duplication of facilities, increase efficiency of operations, and to promote sound growth management planning."[4]

SACS works with OFM, GA and the small agencies to realize the efficiencies and benefits of larger scale operations and state discounts on IT investments. SACS helps small agencies optimize IT resources and facilities through shared usage and the ability to obtain enhanced systems and IT infrastructure that are only cost effective in larger settings.

"This training is really needed and I appreciate DIS' efforts in providing it. Thank you!"
– Susan Adamich
Office of Financial
Management Accounting

Preliminary assessments conducted in FY2001-03 determined that there are four scenarios that can be deployed at an agency, based on available funding and agency readiness. Additionally, OFM, GA and DIS identified co-location as a priority condition for each of the strategies to optimize the value of the associated IT investment.

In the 2003-05 biennium, the implementation team will assess small agencies' location needs to determine an appropriate strategy. The first strategy is to co-locate a number of small agencies within single or multiple office parks. The second is to develop partnerships in which a larger agency hosts a smaller agency within the larger agency's facility. The third is to co-locate a smaller agency within a local government or federal facility. The fourth, where co-location is not feasible, is to develop funding strategies to connect small agencies to the state network and procure up-to-date hardware and software.

SACS expects its service strategies to produce the following benefits for small agencies in 2003-05 and

beyond: improved service delivery, increased access to state services, access to Washington's statewide Web applications via the Internet and intranet, increased use of shared hardware and software, a more secure computing environment, the ability to interact more seamlessly with other state agencies, and the ability to implement digital government initiatives.

Consulting. SACS educates and provides resources to raise awareness of appropriate levels of physical security, data security, network security, access security and security training. SACS provides referrals for Local Area Network (LAN) development and maintenance, IT maintenance and support services, application development, Web development services, credit card services and other IT services. SACS educates and assists clients in planning for personal computer (PC) and software refresh cycles.

SACS considers the potential impact of technology on small agencies while helping them optimize core business functions and processes. SACS assists small agencies in taking advantage of general enterprise-wide resource management and works with them to address their business issues and improve processes and functions.

SACS works to ensure that small agency organizations operate with maximum effectiveness and efficiency by delivering DIS services that facilitate and enhance their organization's ability to meet its objectives.

SACS performs IT assessment studies, business-IT alignment strategies, technology mapping and planning, computing architecture design and development, and technology assessment, evaluation and selection to improve small agency programs with the appropriate use of technology.

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[4] Washington State Department of General Administration, "Statewide Co-location Study: Final Report" June, 1994

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Collaboration. SACS shares information on current best practices and policies in IT portfolio, IT investment, security, disaster recovery and business resumption planning. SACS provides one-on-one customer support for DIS services. SACS improves small agency operational efficiency, enhances constituent service and strengthens security by building relationships with a common goal in mind. Through partnerships with OFM, GA, DOP, DIS and other government entities, the SACS program is creating an open and collaborative framework to enable small agencies to realize the full benefits of IT. SACS specializes in understanding small agencies' unique challenges and finding IT solutions to deliver quality public services at ultimately lower costs to the state.
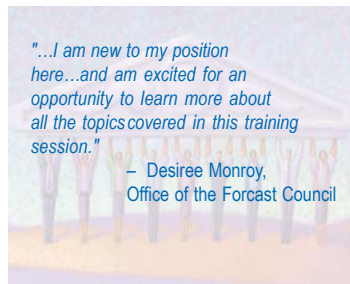
"...I am new to my position here...and am excited for an opportunity to learn more about all the topics covered in this training session."
– Desiree Monroy,
Office of the Forcast Council

SACS collaboration requires expertise in technology and related processes.

It also requires in-depth knowledge of small agency government programs and understanding of unique public sector procurement processes and organizations.

SACS performs technology planning and assessments, and has experience working with OFM and the state's decision-makers to help promote small agency technology initiatives. SACS builds relationships that help small agency government managers and their team members solve problems, meet business and IT challenges and improve IT performance. SACS offers small agencies practical, on-the-ground advice for the best use of IT to improve

public service. SACS enhances the information-sharing process by offering small agencies access to the IT communities that are defining best practices and policies for computing and network security.

DIS Services. SACS provides cost-effective solutions and project management to connect clients to the State Governmental Network[5]. As a centralized service provider, DIS leverages the state's purchasing power to acquire the best available technology at the best price.

SACS extends the benefits of that purchasing power to small agencies and maximizes their IT investments.

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[5] DIS Small Agency Client Services, *Project Plan*, August 2002 (attached).
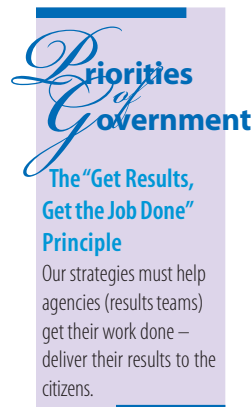
The Small Agency Initiative

Washington state invests in success

The Small Agency Initiative is a successful business model for the Washington state enterprise. Aligned with Governor Gary Locke's *Priorities of Government* and built into the service strategies of the three sponsoring agencies[1], the results-based small agency initiative has attracted a solid and growing confidence from the Legislature. During the 2001-03 biennium, the Small Agency Initiative(SAI) was able to fund $650,815 in technology, network services and telecommunications for small agencies; the 2004 supplemental operating budget provided $450,000[2] for the IT and facility needs of small agencies. To date, the state's investment in the small agency program totals $1,100,815.

In a memo dated July 8, 2004,[3] Marty Brown, director of the Office of Financial Management requests the three sponsoring agencies to develop a proposal that will "…institutionalize the Small Agency Initiative and to plan for and implement the facility and IT infrastructure needs of small agencies." The memo goes on to direct the three sponsoring agencies and the Information Services Board to "…establish more effective statewide information technology asset management standards and practices, including shared sourcing, shared services and shared maintenance and operation." This enterprise approach is modeled in the small agency program's keystone building blocks – shared technology and infrastructure, IT portfolio management and site co-location that lessens the cost of internal operations.

Track the results, build confidence

Small agencies, boards and commissions are a *small-e* enterprise. Taken as a group, they form a perfect environment in which to build, test and refine business models for the Washington state enterprise. Within the laboratory of the small agency enterprise, sponsoring agencies have been able to develop concepts, gather data, establish performance measures, run pilot projects and define outcomes.

Priorities of Government

The "Get Results, Get the Job Done" Principle

Our strategies must help agencies (results teams) get their work done – deliver their results to the citizens.

Since the implementation of the Department of Information Services Small Agency Client Services (DIS SACS) program, staff have developed and implemented a series of high-impact technology strategies that have connected small agencies to the state's e-mail system and world-class infrastructure. Small agencies are now accountable for their IT budgets and facility management. The State Government Network is more secure because small agencies are performing security planning, complying with security policy and implementing cyber security tools on their networks and desktops.

Consistently, partners in the Small Agency Initiative achieve results that demonstrate the power of collaboration and shared resources to improve the delivery of core constituent services. The track record is impressive. The Small Agency Initiative has more than recouped the initial investment: at the

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[1] Department of Information Services, the Office of Financial Management, General Administration

[2] Memo from Marty Brown, director, OFM to Small Agency Executive Directors, April 21, 2004

[3] Memo from Marty Brown, director, OFM to Mike McVicker, interim director, DIS, July 8, 2004

Department of Information Services, DIS SACS can track $650,000 in cost avoidance related to co-location, DIS-sourced surplus equipment and prudent IT investments that optimize the impact of technology services across the small agency enterprise.

Think like an enterprise, be accountable

The success of the Small Agency Initiative has made a compelling business case for the state's leadership to apply the DIS SACS *small-e* enterprise solution on a bigger scale. As the *Priorities of Government* (POG) directs the enterprise to consolidate operations, funding, acquisition and governance to achieve results, the Small Agency Initiative is a thriving example of the power of Washington's POG approach to get results. The initiative was built on outcome-based performance measures, enterprise IT asset management, shared resources to achieve new operational efficiencies and intergovernmental partnerships that improve the performance and quality of public service delivery.

Accountability statement

Accountability in government is a cornerstone of the DIS SACS program. We believe that better government results from the kind of change made possible by demonstrating public benefit in a transparent and measurable way. We pursue maximum impact for minimum expenditure. The DIS SACS business model demands clear, comprehensible results and, in this way, we attract the finest change agents at work in government today — praise and criticism. We meet both head on, building on our successes and turning the hard lesson learned into tomorrow's triumph.

*T*o date, the state's investment in the small agency program totals $1,100,815. DIS SACS can track $650,000 in cost avoidance related to co-location, DIS-sourced surplus equipment, and prudent IT investments that optimize the impact of technology services across the small agency enterprise.
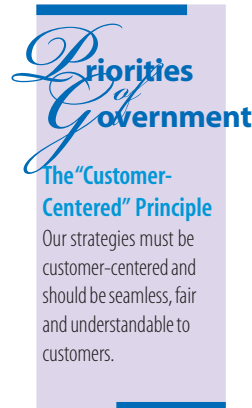
Strategic priorities for 2005

The 2004 supplemental operating budget provides the Small Agency Initiative with $450,000 for the information technology and facility requirements of small agencies. DIS Small Agency Client Services will execute a series of strategic initiatives that build on a track record of accomplishments and expand the reach and sophistication of the program.

These funds will be allocated to the technology and facility requirements of the small agency enterprise, in accordance with Governor Gary Locke's 2003 Executive Order.[4] This directive calls for improvements in the "clarity, consistency, timeliness and/or responsiveness of service delivery to citizens and businesses." DIS SACS works actively with its SAI partners to invest the small agency technology pool funds in ways that improve service delivery to citizens.

Strategic priorities for the 2004 supplemental operating budget:

- ◆ IT technical/security and facility assessments;
- ◆ critical IT infrastructure equipment acquisition;
- ◆ resource-sharing of IT infrastructure through co-location with other agencies;
- ◆ use of DIS centralized e-mail and server hosting services;
- ◆ provide access to best practices using online applications;
- ◆ provide connection to the State Government Network via the Internet/intranet;
- ◆ increase use of shared IT infrastructure;
- ◆ increase information technology (IT) security;
- ◆ join the digital government environment; and
- ◆ procure the necessary hardware/software.

Priorities of Government

The "Customer-Centered" Principle
Our strategies must be customer-centered and should be seamless, fair and understandable to customers.

Prudent IT investment and facility co-location will provide the business focus for the activities of the small agency program this year. The committee that steers the Small Agency Initiative has outlined 15 business strategies for the small agency enterprise:

DIS SACS will replace obsolete computers at the **Office of the Lieutenant Governor**. This technology upgrade supports the activities of the state's leadership.

DIS SACS will provide electronic access control and security management system support to the **Washington State Department of Veteran's Affairs** (DVA). This security upgrade is vital to protect the assets and building operations of the DVA.

DIS SACS will provide technology upgrades and facility co-location services to the **Office of Administrative Hearings** (OAH). These improvements will help the OAH manage an increasing number of citizens who remain unemployed due to current economic conditions.

DIS SACS will provide new information technology equipment and upgrade the Web site of the **Caseload Forecast Council** (CFC). New equipment and a better Web site will help the CFC communicate important caseload data more effectively with its stakeholders in the Legislature.

DIS SACS will improve the facility security and technical infrastructure of the **Human Rights Commission** (HRC). Better technology will help the HRC operate safely and reliably.

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[4] Executive Order 03-01, Service Delivery, Governor Gary Locke, 2003.

SACS will provide consultation funding for technology policy and planning for the **Home Care Quality Authority** (HCQA). This funding will help HCQA to establish a secure *Referral Registry of Individual Providers*, which supports a citizen initiative mandating better quality for long-term in-home services.

DIS SACS will provide information technology and facility co-location services to the **Washington State Commission on African-American Affairs**, the **Washington State Commission on Hispanic Affairs** and the **Washington Commission on Asian-Pacific American Affairs**. In the face of enormous funding and resource limitations, these commissions depend on technology to deliver critical communications and outreach programs to their constituencies.

DIS SACS will fund new intrusion detection and security systems for the **Department of Printing** (PRT). This security upgrade is imperative for PRT's 24X7 plant operations.

DIS SACS will provide information technology and facility co-location services to the **Governor's Office of Indian Affairs**. In the face of enormous funding and resource limitations, this small agency depends on technology to deliver critical communications and outreach programs to their constituencies.

DIS SACS will supply information technology infrastructure and facility co-location services to the **Western Washington Growth Management Hearings Board**. Working with an extremely constrained budget, the efficiencies of co-location will make it possible for the growth board to continue its work with new cost-efficiencies and operational capacity.

DIS SACS will provide antivirus and security information technology to the **Transportation Improvement Board**. The important work of this board relies on secure online communications and information management.

DIS SACS will replace an obsolete router that will turn the **Country Road Administration Board's** existing network into an efficient, powerful network system. New router technology will guarantee faster, more dependable telecommunications.

DIS SACS will provide information technology and facility co-location services to the **Washington Citizens' Commission on Salaries for Elected Officials**. The commission supports Article 28 of the Washington Constitution and sets the salaries of the state's elected officials. DIS SACS is helping the commission streamline operations and leverage up-to-date technology to meet its mandate.

DIS SACS will refresh outdated workstations, replace an obsolete phone system and connect the **Arts Commission** to the State Government Network (SGN). With limited staff and reduced funding, the commission will gain enormous benefits from new technology and access to the information and resources available on the SGN.

DIS SACS will refresh workstations and network components for the **Eastern Washington Historical Society**. The society manages a significant collection of American Indian artifacts and photographs. Technology and a secure network connection will help to safeguard this important state archive.
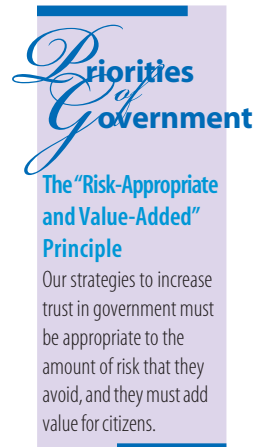
Major stakeholders

Customer Advisory Board Small Agency Subcommittee

The purpose of the Small Agency Subcommittee (SAS) is to provide a forum for the discussion of Washington state technology issues and their impact on small agencies.

Washington Computer Incident Response Center (WACIRC)

DIS SACS staff are active participants on the steering committee for statewide security policy for the Washington Security Incident Response Center and members of the DIS Computer Security Incident Response Team. Involvement in the state's enterprise-level computer incident response groups, keeps DIS SACS staff abreast of current expertise and IT security initiatives. The small agency program is committed to developing risk mitigation strategies, providing training and raising the level of IT awareness and expertise within small agencies.

Priorities of Government

The "Risk-Appropriate and Value-Added" Principle
Our strategies to increase trust in government must be appropriate to the amount of risk that they avoid, and they must add value for citizens.

Washington Works

Committee members of the Small Agency Initiative formed the Small Agency Change Management Steering Committee to facilitate the exchange of information between small agencies and the team implementing the Personnel System Reform Act of 2002 – Washington Works. Washington Works and the SAI committee continue to collaborate with the small agency community to ensure a smooth and successful transition to civil service reform.

SAI members act as change agents for small agencies, serve as liaisons between small agencies and Washington Works and coordinate readiness/deployment activities. Serving as a conduit for information, SAI staff educate agency stakeholders on project and job impacts and play a crucial role in identifying and resolving risks and issues.

Awards

WSA Industry Achievement Award, 2003

The Small Agency Initiative was selected as a finalist in the *Outstanding Contribution to Digital Government* category. Industry Achievement Award finalists are selected for making significant contributions to the way we work and live. The WSA Industry Achievement Awards celebrate companies and government entities that best demonstrate innovation and excellence in technology.

The WSA is an alliance focused on helping Washington state technology innovators succeed. WSA is a catalyst for sharing expertise, delivering key business services and leading the advocacy of issues necessary to keep Washington a leader in the digital economy.

Governor's Awards for Quality and Performance, 2003

The Small Agency Initiative won a quality and performance award in the *Customer Service* category. The award is results-based and measures improvement, scope, transferability, replicability in other situations, institution of new best practices and quality of documentation and training to ensure sustainability.

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(April 18, 2003)

Small Agency Initiative wins governor's award, creates new, replicable business model for government

DIS director Stuart McKee joined agency directors Rob Fukai (GA) and Marty Brown (OFM) on the congratulations list as award-winning partners in the *Governor's Award for Customer Service* for the Small Agency Initiative.

> *"I want to congratulate you and your agency on winning the Governor's Award for Customer Service for the Small Agency Initiative project presented to the judges yesterday by Connie Michener and Linda Jo Demery. You and your team will shortly be receiving invitations to the award ceremony with the Governor on May 6.*

> *"Connie and Linda Jo did a great job of presenting this project, which was challenging given that they had to explain the structure and culture of state government to six judges who were not all familiar with the implications of the effort. But the panel of judges clearly saw the team's commitment to their customers in the results that they achieved.*

> *"I will be looking forward to seeing you on May 6!"*

> — Mary Campbell, Special Assistant for Quality and Performance, Office of the Governor

The Small Agency Initiative (SAI) is a unique program that partners the Dept. of Information Services (DIS), the Office of Financial Management (OFM) and General Administration (GA) to provide a special suite of services designed specifically for small state agencies. At DIS, Connie Michener heads up the small agency program.

In the past eight months, SAI has implemented a series of high-impact technology strategies that connected small agencies to the state's e-mail system and network infrastructure, distributed over $50,000 in surplus computer equipment and co-located a number of small agencies into large agency facilities to share physical space, telecommunications and technology resources.

The program is a resounding success. The first time Hispanic Affairs Commission Executive Director Antonio Ginatta logged on to the State Government Network, he felt as if he'd opened up a whole new world of resources.

"It was a revelation," says Ginatta. "Overnight, we had fast, easy access to information geared to state government. I connect immediately with the people and resources we need to help build better outreach programs for the Hispanic community."

Good business, good government

Hispanic Affairs is one of a growing number of small agencies landing on the digital government map, thanks to SAI. Collectively, this group of 38 small state agencies serves citizens and constituencies beyond the reach of large agencies. They deliver specific services such as minority outreach, labor relations issues management within the state ferry system and the negotiation of land use disputes. The emerging SAI business model is designed for replication across the wide range of physical and IT environments that occur in small agencies.

State CIO and Dept. of Information Services director, Stuart McKee, says that connecting small agencies to state networks is good business that builds more effective government. "Small agencies have been struggling with the digital divide. Through SAI, we can help them move into the digital Washington environment where online public service is fast, convenient and secure."

McKee has encouraged the new business model that has evolved through the small agency initiative. "This is a great example of the kind of effective government that comes from collaboration. Between us — DIS, OFM and GA — we can locate, train, connect and share critical expertise in financial management, IT security practice, policy — all the components that we know build security, efficient operations and promote innovation."

SAI is building an impressive track record. Consistently, results demonstrate that secure Web sites, databases, list serves and a common e-mail platform help power small agency operations and, ultimately, help to improve the delivery of core constituent services. Kathy Marshall, with the Marine Employees Commission put it this way following an SAI seminar for small agencies, "Thank you for your efforts on behalf of the small agencies — I really appreciate you watching out for us."

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Enterprise solution
Resource sharing through co-location

Co-location saves money for small agencies struggling with small budgets, a digital divide and inadequate facilities. DIS SACS tracks cost avoidance figures related to current co-location projects that exceed $92,000 each year.

DIS SACS co-locates small agencies with mid-size and/or large agency partners to deliver substantial impacts for small funding commitments. These co-location strategies partner small agencies with large agencies to share physical space, operational resources, network connection and IT infrastructure. With each co-location, small agencies reap the benefits of a secure facility – help desk support, high-tech communications, connection to the State Government Network (SGN) and cyber protection behind the host's firewall. Co-location means efficient, resource-enabled internal operations, which allow small agency staff to focus on programs and constituents, not process and equipment.

DIS SACS evaluates facility options and agency operations to find the right fit for a large agency host and small agency partner. Working closely with all the stakeholders, DIS SACS develops an interagency agreement that outlines shared connection to the State Government Network and concurrence on the part of the small agency to abide by the large agency's internal and security policies.

Build it, refine it and replicate
Co-location delivers on three important SAI goals:
- ◆ make it possible for small agencies to leverage the economies of co-location;
- ◆ replicate best practices quickly to improve business processes; and

- ◆ build effective IT strategies that streamline public service delivery.

DIS SACS has led ten successful co-location ventures to date and is preparing now for several similar projects in fiscal year 2005. Each co-location project offers challenges and opportunities, all of which add to the growing library of expertise that DIS SACS is leveraging as staff replicate the co-location program across state and local government.

*P*riorities *of* *G*overnment

The "Enterprise Solution" Principle
Our strategies to improve efficiency and effectiveness must encourage enterprise solutions where appropriate. They must encourage information and resource sharing.

As SAI partners document and track each co-location project, new best practices emerge from lessons learned. Coupling these best practices with an evolving expertise, DIS SACS is replicating the co-location program component in many other agency environments. The departments of Ecology, Social and Health Services and Community Trade and Economic Development have joined a growing list of large agencies planning to host small agencies over the next fiscal year.

Co-location snapshot
Three projects that exemplify the benefits of co-location

Labor and Industries shared their Yakima office with the Eastern Washington Growth Board. The board reports an annual cost avoidance of $20,000.

The Administrative Office for the Courts shared their fiber connection to the State Government Network with the Washington state commissions on African-American Affairs, Hispanic Affairs, Asian-Pacific American Affairs and the Citizens Commission for Salaries. The cost avoidance can be tracked annually at approximately $42,000.

The Attorney General's Office in Seattle is sharing office space and IT infrastructure with the Central Growth Management Hearings Board. The board estimates a cost avoidance of $20,000 annually.

Co-location represents good government and better stewardship of taxpayer dollars. DIS SACS-led co-location projects maximize the state's investment in facilities, operational resources and network and information technologies over the greatest number of agency operations.

Enterprise solution
*A customer-centered environment*

As small agency program partners evolved a new *small-e* business model, they kept its framework aligned with specific strategies outlined by Governor Locke in the policy priority that established the Small Agency Initiative: *restore trust and increase access to state government services for small agencies, boards and commissions*.

Collaboration + triage = a new customer service model

Driven by the economic realities of the state's budget, SAI partners developed a new business model to change process but not add personnel. Built on a *triage* concept, they altered internal process in all three sponsoring agencies to create a new SAI-style customer service model.

The model was assembled on two cornerstone principles:
- objective advice for effective IT planning and investment decisions; and
- a new suite of service offerings integrated into the service divisions of the SAI large agency partners.
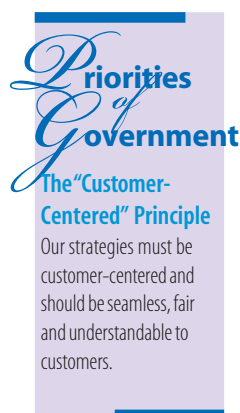
A seamless, fair and understandable customer interface

Based on these SAI strategies, OFM, DIS and GA have re-shaped their operating environments.
Key staff members take on the role of customer service representatives focused on the needs of small agencies.

They pilot small agency clients through multiple service areas and guide them to the right internal service provider for made-to-order customer support.

Correspondingly, DIS SACS educates and trains small agency customers on the service framework of large agencies to save time and eliminate frustration. Small agency staff know to contact their DIS SACS representative for the one-on-one, consultative service that is the norm among agency service providers.

This *triage* approach to customer service is an ongoing success that boosts the morale of small agency staff who know they will not get lost in the shuffle and that someone really does care about their business.

Customer service snapshot
Commodities commissions go world class with customer service

Twenty-four agricultural commodity commissions provide for the orderly, fair, efficient and unhampered marketing of agricultural commodities produced in Washington state. Commodity commissions are instrumental in the development and sustainability of new markets that diversify the economy, establish new revenue streams for Washington businesses and sustain rural communities.

As small agency customers, these commissions are coming to DIS for a variety of technology services. Recently, SACS helped the mint and alfalfa commissions purchase more powerful PC's and software through DIS Technology Brokering Services (TBS).

Priorities of Government

The "Customer-Centered" Principle
Our strategies must be customer-centered and should be seamless, fair and understandable to customers.

These two commissions are ramping up for talks with commodities' importers in China and will depend on desktop communication as the business relationship evolves.

This enterprise solution merged laborsaving technical support with the informed recommendations and collective purchasing power of TBS to lift these small agency customers with big man-dates out of the digital divide and onto the same playing field as their large agency and private sector counterparts. DIS SACS contributes to the economic vitality of Washington state by helping these commissions source the desktop equipment they need for fast, reliable communications with overseas importers.

Enterprise solutions for good government

Innovative, secure, high-impact, cost-effective

DIS SACS Program Manager Connie Michener takes a 360-degree approach to customer service – care, listen and follow through. Since the program launch in 2001 and a corresponding baseline survey, the SACS program at DIS has built and refined a service offering aimed at building a support strategy and eliminating the digital divide between large and small agencies. In 2003, a subsequent survey[5] revealed that DIS SACS exceeded all customer expectations for quality of service and response, attitude, communication, effectiveness, dependability and ability to meet customer objectives.

The digital divide is disappearing as DIS SACS partners learn how to provide the right combination of customer service, collaboration and training for small agencies. With each new small agency program intervention, staff apply lessons learned and best practices using a business model that integrates easily into existing operations and is cost-effective to sustain. The gains in operational efficiency, program impact and outreach and internal IT expertise are moving each small agency forward in a way that was impossible before the launch of the Small Agency Initiative.

Enterprise solution – a new budget process

The Small Agency Initiative leveled the playing field for small agencies that seek information technology funding. The new SAI funding mechanism allows small agencies to compete with each other for technology funding and not with their large agency counterparts.

Even though the economy continues to pressure information technology budgets, DIS SACS has found innovative ways to provide the small agency customer with cost-effective technology infrastructure that connects people, information, processes and facilities.

Enterprise solution – secure the weakest link

DIS SACS is committed to playing a central role in developing and safeguarding the technology assets and resources of Washington's small agency enterprise. Since program inception, small agencies have evolved from the weakest link in the IT enterprise to valued partners on the State Government Network. Small agencies that once faced significant IT-risk exposure are now secure and viable consumers of DIS technology services. The benefits and cost avoidance of securing the small agency IT enterprise are substantial and growing each year as SACS brings more small agencies online and in line with the latest security standards and practices.

Active participation on the steering committee for statewide security policy for the Washington Security Incident Response Center and membership on the DIS Computer Security Incident Response Team keep DIS SACS staff abreast of current expertise and IT security initiatives. DIS SACS provides opportunities for regular executive- and staff-level security awareness training for small agency customers.

The soft benefits and hard financial returns that accrue because DIS SACS takes a proactive security stance for the small agency enterprise do not fit easily into a standard return on investment formula. Not quantified to date are the impacts of risk mitigation strategies, training and the growing levels of IT awareness and expertise within small agencies.

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[5] DIS Small Agency Client Services, 2003 Customer Survey

Enterprise solution – high-impact IT investment and portfolio management

Small Agency Initiative partners rigorously profile and track small agencies for detailed trend analysis, risk assessment, IT infrastructure evaluation, facility agreement obligations and more. The data is used for budget planning and to project future budget considerations. In parallel, DIS SACS integrates easy-to-understand training sessions on IT investment and portfolio management, security and disaster recovery. Training the small agency customer to make prudent technology choices institutionalizes expertise and reduces reliance on the staff and resources of SAI partners.

DIS SACS hosts IT portfolio workshops that explain the advantages of taking a strategic approach to the development of a technology portfolio and help the small agency customer with portfolio submissions to the Information Services Board (ISB). These workshops produce results: over the three-year time period that DIS SACS has been offering IT research, advisory and consulting services, the ISB has witnessed a 300 percent increase in IT portfolio compliance by small agencies. Now, small agencies have a process for determining which IT projects (investments) to initiate and maintain based on their agency's business requirements.

Enterprise solution – smart, cost-effective technology acquisitions and services

In 2001, as SAI partners evaluated the small agency enterprise in Washington state, several realities materialized: less staff and fewer resources meant that small state agencies could not keep pace with the evolution of technology business practice at work in larger organizations and the private sector; many small agencies were unable to offer their clients online access to resources and services; and most small agencies lacked the ability to connect with the state's internal online applications and resources.

During the past two years, DIS SACS has expanded IT infrastructure access across the small agency enterprise adding over a dozen small agencies to the State Government Network and bringing more than 1,000 small agency employees into DIS domain hosting and shared exchange services. The Department of Information Services is regarded as a valued consultant and source for technology products and services.

DIS technology products and services are a popular solution – the list of DIS technology services in use today by small agencies is substantial and growing:

- ◆ 24 x 7 e-mail support;
- ◆ Outlook Web Access from the SGN and Internet;
- ◆ spam filtering and virus scanning;
- ◆ Global address list services;
- ◆ hardened password enforcement that meets Information Services Board (ISB) standards;
- ◆ Exchange 2003 Client Access licensing;
- ◆ Enterprise Active Directory (EAD) services;
- ◆ access to the EAD lab forest;
- ◆ access to the EAD test forest;
- ◆ access to Premier Level Microsoft Service;
- ◆ nightly backups and more.

Small agencies build DIS Web development services into their IT budgets

Priorities of Government

The "Get Results, Get the Job Done" Principle

Our strategies must help agencies (results teams) get their work done — deliver their results to the citizens.

DIS Web site development services are rapidly becoming a common solution for small agencies. To date, DIS Interactive Technologies' Web development services team has developed Internet sites for the Home Care Quality Authority, Law Enforcement Officers and Fire Fighters Plan 2, Jail Industries Board, Puget Sound Action Team, Washington State Investment Board and the Olympic Area Agency on Aging.

Discussions are underway now with Washington Courts, the Caseload Forecast Council, Revenue Forecast Council, Commission on Hispanic Affairs and the Public Employee Relations Board for Web development work in the coming year.

Small Agency Client Services

Providing leadership for small agencies through cost-effective and innovative solutions that help agencies better serve the needs of Washington citizens.

Case Study ■ ■ ■

The Washington State School for the Deaf

Doing the right thing for small and mid-size agencies

"…this is a great example of inter-agency support. Without SACS, we could not afford this technology for our students."

— **Chuck McCarthy**
director
Washington State
School for the Deaf

What if...

Students at the Washington State School for the Deaf could bring all the resources of the classroom home and build a workplace-ready technology proficiency at the same time?

Just happened.

Forty laptops, peripherals and docking stations sourced by the Small Agency Client Services program and delivered to the Washington State School for the Deaf is opening up a world of job opportunity for students who face considerable communication barriers at graduation. Their new technical proficiency will guarantee a competitive edge in a marketplace that assigns greater value to those who are savvy about information technology.

Partnering technology with education

Students carry their laptops around the school during the day plugging into classroom docking stations; after school, students take the laptops with them to the school's residential cottages and complete homework assignments. With a total of 75 high school students enrolled at the School for the Deaf, the laptops are available for juniors and seniors. Training in classroom technology integration has become an important course for teachers who work with these students.

If the School for the Deaf had purchased this equipment independently, the price tag would have reached $158,000 — an impossible funding goal for a small organization. By sourcing the equipment through the state's Technology Funding Pool, Small Agency Client Services brought the opportunity to build the IT skills of these students to life.

The program is a winner: students have not only adapted to the technology, they are finding new ways to leverage its portability and efficiency for off-site projects and study. Recently, program results captured in a grant application caught the eye of a private foundation, which has agreed to fund the next level of technology integration at the School for the Deaf.

Doing the right thing
for small and mid-sized agencies.

A new business model

The Washington State School for the Deaf is just one of 200 small agencies, boards and commission benefiting by the progressive outreach programs offered by Small Agency Client Services (SACS). Since program launch in 2001, SACS has built and refined a service offering aimed at eliminating the digital divide between large and small agencies. The program has exceeded all customer expectations for quality of service and response, attitude, communication, effectiveness, dependability and ability to meet customer objectives.

Collaboration and triage build new efficiencies

SACS was the offspring of a new kind of government-to-government partnership forged amid daunting budget constraints. Three large service agencies — the Department of Information Services (DIS), the Office of Financial Management (OFM) and General Administration (GA) — united to build a small agency customer service model that changed practice but did not add personnel. Built on a triage concept, they altered internal processes to create a new customer service model — an effective interface for large agencies that deal with small agency customers. The model featured objective advice for effective IT planning and investment decisions and integrated a new suite of service offerings into key service divisions. Working together, OFM, DIS and GA reshaped their operating environments to serve small agencies.

Taking customer service to the next level

Says SACS Program Manager Connie Michener, "The digital divide is disappearing as we learn how to provide the right combination of customer service, collaboration and training for small agencies. Mainly, we care, we listen and we follow through." ■■■

Small Agency Client Services

Providing leadership for small agencies through cost-effective and innovative solutions that help agencies better serve the needs of Washington citizens.

Doing the right thing for small and mid-size agencies

"Automating the reporting process and client tracking information system for our Independent Living Program contributed greatly to an increase of more than 24 percent in the number of clients we served in 2003."

— Bill Palmer
Director
Department of
Services for the Blind

Case Study ■■■

The Washington State Services for the Blind

What if...

Community-based field reps for the Washington Department of Services for the Blind (DSB) could spend more time interacting with clients and optimize administrative efficiency at the same time?

Just happened.

Fifteen surplus laptops, monitors and supporting computer peripherals sourced by the Small Agency Client Services program and delivered to Services for the Blind enhanced service and moved the agency onto a new and dynamic digital platform. Now, field reps who work with the DSB's Independent Living Program spend more time helping clients and produce streamlined digital reports that integrate into a new automated case management system.

Partnering technology with public service

The Independent Living Program managed by Services for the Blind (DSB) provides direct support to older blind clients through community-based field representatives. DSB directs the activities of these field reps and manages the state general funds and federal grant money, which make the program possible. Annual program development, monitoring, statistical reporting and evaluation are key elements of this important outreach.

Field reps were hampered by a cumbersome, paper-driven process that required they take notes in client meetings, transcribe the information onto a hard copy report and send it to a clerical support staff person for

input into the system. Record keeping and reporting burdened the single support staffer and slowed the DSB's ability to meet grant-reporting deadlines.

Aware that DSB's information technology strategy called for an automated case management system, Small Agency Client Services and DSB IT staff collaborated on a comprehensive IT assessment to determine how the activities of DSB field reps could integrate digitally into the DSB case management system.

SACS sourced the laptops and DSB developed an electronic reporting form that could be uploaded into the case management system, a solution which provided field reps

Doing the right thing for small and mid-sized agencies.

more time with clients and helped the DSB make the leap to a fully automated process. Operating with limited resources, the agency could not have hoped to invest in the $60,488 it would have taken to provide field staff with the portability and efficiency of laptops. Today, paperwork is minimal, administrative efficiency has spiked and the DSB is fulfilling its grant reporting requirements on time.

A new business model

The Washington State Department of Services for the Blind is just one of 200 small agencies, boards and commission benefiting by the progressive outreach programs offered by Small Agency Client Services (SACS). Since program launch in 2001, SACS has built and refined a service offering aimed at eliminating the digital divide between large and small agencies. The program has exceeded all customer expectations for quality of service and response, attitude, communication, effectiveness, dependability and ability to meet customer objectives.

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Small Agency Client Services

Providing leadership for small agencies through cost-effective and innovative solutions that help agencies better serve the needs of Washington citizens.

Case Study ■■■

Marine Employees Commission

Whether it's connection to the secure State Government Network, funding for technology, co-location, training or one-on-one consulting, small agencies have been quick to acknowledge the value of the Small Agency Client Services (SACS) program.

"Thank you for your efforts on behalf of the small agencies - I really appreciate you watching out for us."

— Kathy Marshall
Marine Employees Commission

Agency challenge
Before the Marine Employees Commission became a Small Agency Client Services customer, commission staff would take extensive notes at labor hearings and then type the settlement agreements back at the office for printout and signature. Painstaking, prone to error and time-intensive, this process caused customer service issues and delays in the settlement agreement process.

SACS solution
SAI sourced a surplus laptop, 17" monitor and computer peripherals that commission staff take to hearings and use to complete and print out the settlement agreement on site. Building this internal efficiency with technology makes it possible for the Marine Employees Commission, which operates with 1.5 full time employees, to focus on programs and constituents, not process.

Public benefit
With the addition of laptop technology, all parties sign the settlement agreements at the hearing, which improves service delivery to citizens and expedites the administrative process for all parties involved.

Cost benefit
Cost avoidance of $4,031 for equipment and set-up. ■■■

Doing the right thing for small and mid-sized agencies.

Small Agency Client Services

Case Study ■■■

Five commissions and the co-location solution

Whether it's connection to the secure State Government Network, funding for technology, co-location, training or one-on-one consulting, small agencies have been quick to acknowledge the value of the Small Agency Client Services (SACS) program.

"I want to thank SACS for all the work on the co-location project. I truly appreciate your efforts and believe that we will end up with four more efficiently operating agencies."

— Carol Sayer
Salary Commission

Agency challenge

Operating with only two staff members per office and minimal resources, five small agencies – African American Affairs, Asian Pacific American Affairs, Hispanic Affairs , the Governor's Office of Indian Affairs and the Citizens Commission on Salaries for Elected Officials – were unable to keep pace with the rapidly evolving technology business practices of larger agencies. Commission Web sites were low-tech, vulnerable to virus attack; sites limited the quality and reach of important online resources.

SACS solution

Co-locate this group of commissions with the Administrator of the Courts to share resources, including the large agency's State Government Network connection. Co-location and the opportunity to share the IT resources of a large agency closed the digital divide for these small agencies.

Cost benefit

The agencies save $36,000 per year in recurring costs and benefited by a one-time cost avoidance of $42,000 for IT infrastructure.

Public benefit

Centralizing the minority affairs commissions and sharing technology resources has stimulated a new and creative dynamic among these small agencies.

Co-location opened a fast and cost-efficient communication channel that is transforming the delivery of legal assistance and human services to underserved constituencies. ■■■

"It was a revelation. Overnight, we had fast, easy access to information geared to state government. I connect immediately with the people and resources we need to help build better outreach programs for the Hispanic community."

— Antonio Ginatta
director
Hispanic Affairs Commission

Doing the right thing
for small and mid-sized agencies.

Small Agency Client Services

Case Study ■■■
Central Growth Management Hearings Board

Whether it's connection to the secure State Government Network, funding for technology, co-location, training or one-on-one consulting, small agencies have been quick to acknowledge the value of the Small Agency Client Services (SACS) program.

"This will enable the central growth board to make our move and continue on the upward-path of better digital government."

— **Joe Tovar**
Chair
CPSGMB

Agency challenge
The Central Puget Sound Growth Management Hearings Board (CPSGMB) was not connected to the State Government Network or able to leverage the state's shared e-mail service. Operating with a small staff -- three board members and one employee -- this shortfall placed significant limits on the board's outreach programs for constituents and its government-to-government communications. Unable to compete with large- and medium-size agencies for IT funding, the board, like most small agencies, missed opportunities to make the financial investment that would have remedied its technology deficit.

SACS Solution
Co-locate the central growth board with the Attorney General's Office (AGO) in Seattle. Sharing offices and IT infrastructure, the central growth board-AGO partnership demonstrated the success of this core SACS approach — that secure Web sites, databases, list serves and a common e-mail platform help power small agency operations and, ultimately, help to improve the delivery of vital constituent services.

Cost benefit
Cost avoidance of $20,000 per year.

Public benefit
The board has a secure connection to the State Government Network, which enables reliable, direct and secure online communication with their constituency base. Internal operations are more efficient because staff can take advantage of the state's time-saving central service applications and resources. ■■■

"Frankly, I don't know how we could have made the co-location work without this assistance. Kudos to SACS for holding our hands through this, including asking the questions we didn't even know to ask ourselves, and helping craft solutions that enable us to do our jobs."

— **Joe Tovar**
CPSGMB Chair

Doing the right thing
for small and mid-sized agencies.

Background summary

The Small Agency Initiative (SAI) is comprised of staff from the Office of Financial Management (OFM), Department of General Administration (GA) and Department of Information Services (DIS).[6] Begun as a collaborative effort to support the information technology and facility needs of small agencies, SAI partners have created an effective joint venture that began in 2001[7] with these goals:

- maximize the use of Washington's world-class IT infrastructure;
- foster collaborative approaches for solving business problems;
- encourage innovative uses of technology through vision, strategic planning and policy;
- build trusted partnerships through first-class customer service;
- provide cost-effective access to technology products and services by aggregating public sector demand;
- strengthen public confidence through reliable services;
- develop a model for marketing DIS services to small agency customers; and
- formulate the DIS Small Agency Client Services group to meet DIS service delivery requirements.[8]

Small Agency Initiative Committee

The Small Agency Initiative Committee (SAIC) reflects a collaborative effort between the three sponsoring agencies. The committee interacts informally, often on a daily basis, and meets formally every other week to track the status of

each Small Agency Initiative IT project, cover budget issues, examine co-location strategies, discuss potential legislative impacts and review customer feedback.

At the Department of Information Services, the director created a Small Agency Client Services group and designated senior staff with the appropriate background and skill sets to serve the small agency customer base. The Office of Financial Management selected internal staff from their existing Small Agency Client Services Office focused on accounting, budgeting and payroll services, as well as senior budget analysts with small agency policy backgrounds. General Administration designated senior staff from the Division of State Services with the most experience in real estate services.

The SAIC team has extensive expertise in public management, IT project management, IT policy, telecommunications, facility planning, budgeting, project facilitation, the principles of quality management, policy development, government co-location and real estate services.

DIS Small Agency Client Services

Historically, DIS has focused its time and energy on providing services to the largest state agencies (Department of Social and Health Services, Labor and Industries, Department of Revenue, Employment Security, etc.). The small agency initiative prompted DIS to expand that focus and develop a service offering for the small agency customer.

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[6] During the establishment of the Small Agency Initiative, the Department of Personnel had to focus on passing the Personnel Reform Act and opted not to participate. This was logical since the effort would primarily focus on information technology and the facility aspects of a small agency program.

[7] Memo from Marty Brown, director, OFM and Gary Robinson, November 1, 2001.

[8] The Gilmore Research Group, DIS Small Agency Customer Focus Group, December 2001.

Based on the OFM Small Agency Client Services model, DIS developed a Small Agency Client Services (SACS) pilot project designed to strengthen small agency internal IT systems, increase operational efficiency and improve the connection between small agencies and the people they serve. A challenge surfaced quickly – DIS needed to build trust with a customer base that felt left out of the state's digital government community. SACS responded with three bedrock fundamentals for the fledgling small agency program: education, communication and outreach.

Over the biennium, the small agency program began to affect a turnaround in agency culture. DIS service staff were able to re-cast small agencies as a dynamic sector in the DIS customer base with a solid return on investment, politically and mon-etarily. Strengthened by new intra-divisional service committees focused on service for the small agency customer, DIS staff learned quickly how to manage projects against the existing organizational boundaries of other service agen-cies and the small agencies themselves.

The success of the pilot SACS program made a compelling business case for DIS staff and leader-ship to identify with the needs of small agencies and develop a deeper understanding of this important, potential customer base

Formulating a new business strategy

During the fiscal planning stage of the 2003-05 biennium, the small agency program staff began to examine the challenges and disadvantages small agencies face due to greatly constrained resources. The revenue forecast indicated that Washington would be grappling with a $2 billion dollar deficit and that state leadership must embark on a path of heightened fiscal prudence in infrastructure investments and service strategies. It became clear that, without the assistance of large central service agencies, the small agency enterprise would slip deeper into the digital divide and that the important work of small agencies would be jeopardized by diminishing funding streams.

Senior staff from OFM, DIS and GA[9] worked with small agencies to conduct targeted research and develop a conceptual business plan, which was shared with the leadership teams across the state's small agency community. The concept received executive sponsorship from small agency directors and deputy directors and a pilot project was formulated.

Following a comprehensive data-gathering process, the large service agencies agreed to commit the resources necessary to conduct further analyses and develop recommendations

SACS Timeline

November 2002
Eastern Washington Historical Society digital government application support.
$3,000 saved

January 2003
Eastern Washington Growth Board co-located with Labor & Industries.
$20,000 saved

January 2003
The Washington State Commission on African American Affairs, Washington State Commission on Hispanic Affairs, Washington Commission on Asian Pacific American Affaris and Washington State Salary Commission are co-located the the Administrator of the Courts to share telecommunica-tions and facility resources.
$20,000 saved

April 2003
Hundreds of surplus PCs and laptops donated to School for the Blind, School for the Deaf and other small agencies.
$300,000 saved

May 2003
Governor's Office of Indian Affairs co-located with the minority affairs offices. This move maximized operational efficiencies.
$83,000 saved

centered on the needs of small agencies. The effort was formalized and became Governor Gary Locke's Small Agency Initiative (SAI). Senior staff from the large service agencies are active participants on the Small Agency Initiative Committee (SAIC).

New business model based on collaboration and triage

As SAIC members evolved a new business model, they aligned its framework with specific strategies outlined in Governor Gary Locke's policy priority — to restore trust and increase access to state government services.

◆ provide access to best practices using online applications;

◆ provide connection to the State Government Network via the Internet/intranet;

◆ provide use of shared IT infrastructure;

◆ increase IT security;

◆ join the digital government environment; and

◆ procure the necessary hardware/software.

Given the budget situation, OFM, GA and DIS developed this new business model to change process but not add personnel. Built on a triage concept, the Small Agency Initiative modified the internal process in all three sponsoring agencies to create a new SAI-style customer service model – an effective interface for large agencies that deal with small agency partners. The model outlined objective advice for effective IT planning and investment decisions and integrated a new suite of service offerings into key service divisions. Committed to sustaining the pilot project's momentum, the SAI committee established measurable progress indicators and reported results regularly to executive sponsors.

A new approach, a working pilot and a success story
The approach
Partnering with the small and large agencies, DIS SACS and its partners in the Small Agency Initiative created a replicable business model unique to the needs of small agencies and their large agency counterparts.

The pilot relied on three essential operating principles:

Communication. To ensure ongoing improvement in approach, customer service, fiscal and technology support, DIS SACS representatives would attend the annual

September 2003	September 2003	September 2003	October 2003	November 2003	November 2003	March 2004
Building Your IT Security training offered to small agency personnel. **$8,000 saved**	Disaster recovery training offered to small agency personnel. **$8,000 saved**	IT investment management training offered to small agency personnel. **$8,000 saved**	Security audits performed by DIS SACS create cost avoidance for 23 agencies ($1,500 each per security audit). **$34,500 saved**	DIS issued rate rebates to small agencies. **$77,038 saved**	Washington Works, HRMS, small agency consultation provided. **$50,000 saved**	2004 supplemental operating budget provides an additional $450,000 for the small agency technology pool. **$450,000 committed**

meeting of the Governor's Small Agency Cabinet. Monthly one-on-one gatherings or conference calls would be slated as a permanent fixture on the SAI calendar. The SAI Committee would dedicate effort to continuous improvement in the program by asking for written feedback on the quality of service, SAI value-added factors, benefits and ideas to enhance impact.

Co-location. The SAI would seek partnerships in which a small agency is hosted within a larger agency's facility and shares IT infrastructure. This model appeared to have the greatest potential for rapid deployment and high-impact results.

Data gathering and analysis drives direction and outcome. DIS SACS would plan for a comprehensive, 360-degree survey process to profile the current environment and establish a baseline for pilot project performance.

The pilot

DIS SACS sourced an outside research firm to survey small agency directors and conduct focus groups. The data gathering included a comprehensive technology survey and assessment of small agency IT resources. Once the data were collected and analyzed, DIS SACS developed a set of recommendations written in non-technical jargon and distributed them to all stakeholders in the pilot.

From the baseline data, DIS SACS built a strategy for co-location and technology funding. Staff identified nine small agencies with a serious need for information technology services; agencies that were willing to co-locate and participate in the development of a best practices model.

Establishing a partnership between the Eastern Washington Growth Management Board (EWGMB) and the Department of Labor & Industries (L&I) Yakima office, DIS SACS launched the project as the first co-location site. SACS staff worked closely with L&I information technology staff and leadership to develop an interagency agreement that detailed shared connection to the State Government Network and concurrence on the part of the EWGMB to abide by L&I's internal and security policies.

The success story

To date, the results evidence a success that has benchmarked government-to-government service delivery. On an SAI investment of less than $5,000, the EWGMB reports annual savings of $20,000 – attributable to sharing a secure IT infrastructure, technical support and new operational efficiencies.

This business model is now replicated in other agencies and marks the small agency entry into the Washington state digital government community.

Demographics

Comprehensive data gathered from reports, studies, interviews and two detailed surveys between 2001 and 2003* revealed the following demographic information about Washington's 200 small agencies, boards and commissions:

- operating with less staff and fewer resources, small state agencies have seldom kept pace with the rapidly evolving technology business practices of larger agencies and the private sector;

- connectivity to the State Government Network is not consistent across small agencies and, as a result, often lack the ability to access the state's internal Web applications;

- as a group, small agencies face a significant number of operational disadvantages and run a substantial IT security risk;

- inadequate technical expertise means haphazard Web site maintenance and vulnerability to virus attack;

- low-tech Web sites mean that small agencies cannot provide citizens with online access to services – small agency Web sites often have difficult-to-locate URLs and receive marginal tech support supplied by outside vendors and commercial (post dot-com) ISP providers;

- small agencies miss the outreach opportunities and effective communication channels enjoyed by their colleagues in larger agencies because they are not on the state's shared e-mail service;

- small agencies have to compete with large- and medium-sized agencies for IT funding – in the budget process, small agencies end up in the bottom third and often lose the opportunity to receive funding for equipment/software.

A full analysis of that data led SAI members to these five conclusions, which have guided the development of the Small Agency Initiative business model:

1. small agencies are under-served by the central service agencies;

2. small agencies lack the support to get IT funding because they compete with large agencies;

3. small agencies need oversight and direction to make prudent IT investments;

4. small agencies are not aware of the potential cost savings of co-locating with large agency partners;

5. small agencies perceive a digital divide, in much the same way as rural communities feel the difference in service levels from their urban counterparts.

DIS SACS has fully operationalized these findings. This report documents those challenges and successes and offers a future vision for the small agency program in Washington state.

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* Data sources

Gilmore Research Group: Small Agency Focus Group, DIS
Small Agency, Boards and Commissions Needs Assessment, OFM/DIS
Report #7 Final Report to the Legislature – Recommended 10-Year Facility Development Program, GA
Small Agency IT Profile Survey, DIS
OFM/SACS budget data
Small agency IT portfolios and strategic plans and IT decision packages
GA facility lease reports for small agencies
Washington State Capitol Facility Planning reports

DIS IT and Policy staff and manager Interviews
Customer Advisory Board Leadership Feedback
Governor's Small Agency Cabinet
Project Exit Interviews
Transportation Agency Consolidation Feasibility Study
Capitol Master Plan
Thurston County Space Needs Study
Small Agency Co-location Report for OFM)

Major customers

This is a list of the small agencies, boards and commissions, which are active customers of the Small Agency Initiative and participants in the small agency technology funding pool.

Governor's Office of Indian Affairs
Marine Employees Commission
Washington State Board of Accountancy
Washington State Board of Tax Appeals
Washington State Commission on Judicial Conduct
Washington State Pollution Liability Insurance Agency
Washington State Human Rights Commission
Central Puget Sound Growth Management Hearings Board
Western Washington Growth Management Hearings Board
Eastern Washington Growth Management Hearings Board
Jail Industries Board
Washington Council for the Prevention of Child Abuse and Neglect
Forensic Council
Pilotage Commission
Washington State Conservation Commission
Washington State Environmental Hearings Office
Indeterminate Sentence Review Board
Washington State Personnel Appeals Board
Washington Health Care Facilities Authority
Public Disclosure Commission
Washington State County Road Administration Board
Washington State School for the Blind
Washington School for the Deaf
Columbia River Gorge Commission
Municipal Research and Services Center of Washington
Washington State Commission on African American Affairs
Washington State Commission on Asian Pacific American Affairs
Washington State Commission on Hispanic Affairs
Office of the State Actuary
Washington Economic Development Finance Authority

Staff credentials

Connie Michener, SACS program manager

Connie Michener has more than 16 years of extensive executive-level experience in public sector management. She has served as a senior policy advisor and administrative services manager at DIS, an executive advisor at the Department of Veterans Affairs and an executive policy advisor at the Department of Revenue. Michener was Governor Booth Gardner's special assistant for boards and commissions, as well as an executive assistant for public relations in the governor's office. Connie is a graduate of the Harvard University John F. Kennedy School of Government and has been certified by the University of Washington in quality management. She is currently working toward a Masters of Public Administration Degree at the University of Washington.

Linda Jo Demery, project manager

Linda Jo has over 25 years of experience with information technology projects in state government, most recently with the Department of Social and Health Services as project manager for Washington state's e-childcare initiative. This work experience has provided a dynamic adjunct to her previous 20 years with DIS, which includes nearly two years with Small Agency Client Services. Linda Jo holds a Masters Degree in Education (Information Technology) from Saint Martin's College and a Bachelors Degree from The Evergreen State College. Linda Jo is an IT specialist with broad range of professional expertise in consulting, project management and e-commerce. In her new role for DIS SACS, Linda Jo is responsible for leading statewide agency coordination between the small agencies, the Small Agency Initiative Committee and the Department of Information Services.

Department of Information Services
Small Agency Client Services

organizational chart

**Deputy Director, Management and Oversight
of Strategic Technologies Division**

Susan Hettinger

Program Manager

Connie Michener

Digital government strategies and solutions for small
agencies, boards and commissions

Acquisition review

Policy development

IT security

IT budget development

Project Manager

Linda Jo Demery

Digital government strategies and solutions for small
agencies, boards and commissions

Acquisition review

Policy development

IT security

IT budget development